

A STUDY OF MODERN EXPORT BASED TEXTILE ORGANIZATIONS WITH REFERENCE TO EMPLOYEES' CHANGING PERCEPTION ABOUT MOTIVATION, REWARDS AND COMMITMENT: A CASE STUDY OF PUNJAB

Babak Mahmood¹, Muhammad Iqbal Zafar^{2*} and Haq Nawaz³

¹Department of Management Studies, The University of Faisalabad

²Department. of Rural Sociology, University of Agriculture, Faisalabad

³Department of Sociology, GC University, Faisalabad

*Corresponding author's e-mail: drmuzafar@hotmail.com

Pakistan is at early stage of development of industrialization. The pace and duration of industrialization depends on tangible (technology) and intangible development (value system). Motivation, rewards, and commitment are the elements of intangible forces, vitally important for modern social organization. The study was planned to investigate the employees' perception about these essential ingredients of rational organization. The study was conducted with 500 employees -top, bottom and low level managers of 100 randomly selected export based textile organizations in Punjab, Pakistan. Personal interview survey was conducted with pre-tested measuring instrument. Descriptive and inferential analyses reflect the significance of motivation, rewards, loyalty and commitment in changing and shifting employees' traditional behavior to rational behavior. It is emerged in the study that employees with longer duration of experience and um-married (single) were more prone to change-modern business. It is recommended that employees should be motivated and rewarded to ensure their loyalty and commitment with the organization for achieving goals and targets.

Keywords: Motivation, rewards, commitment, perception, loyalty

INTRODUCTION

'Motivation and Rewards' first time considered with the popular concept of 'anomie' by Durkhiem (1897). The 'anomie' mainly focuses on a state of de-motivation due to low level of intrinsic and extrinsic rewards (Orru, 1983). The state 'motivation' or otherwise 'de-motivation' has structural as well as cultural that results negatively in shape of detachment and isolation of an individual at beginning and purposelessness may be an ultimate fact. Durkhiem gives a vivid relationship between 'anomie' and 'suicide' as a condition occurs when a person is not rewarded well. He also agrees with inevitability of 'motivation' in individual's life. In words of Besnard (1988), "anomie or demotivation is a situation characterized by indeterminate goals and unlimited aspirations, the disorientation is created by confrontation with an excessive widening of the horizons of the possibilities, in a context of expansion or increasing upward mobility. It is loss in the infinity of desires".

The motivation and rewards may be in shape of immaterial factors like friendly environment and flexible organizational structure. This could be in shape of less restraints and compulsions and more freedom from the corporate level (Raghavan *et al.*, 2002). This is a norm of US based organizations working across world to introduce such sort of culture to motivate the employees. On many places, this culture contradicts with the local culture. The contradiction is being overruled by developing tight-knits with the

communities by focusing more on employees' satisfaction.

"Commitment and loyalty" is a behavioral aspect and determined by societal norms and cultural ideology. Hofstede (1991) clearly discusses the 'loyalty' factor with reference to degree of 'masculinity' or 'femininity' existing in one society. In local value system "commitment and loyalty" is considered as an important dimension of personality trait and never made contingent to any financial rewards instead considered as moral obligation. Ouchi and Wilkins (1985) compare Japanese and US companies and concludes that Japanese employees are always seeking for long-run employment as compared to US employees. This is almost the same with developing countries where high uncertainty avoidance does exist (Hofstede, 2001). But as this factor of uncertainty diminishes, people get more opportunities of employment and remain no more interesting in long-run employment. Many opportunities come up with more financial rewards that change all of employees' 'commitment and loyalty' philosophy. He clearly mentioned in their research that business organizations founded in 1990s in developing countries developed new work cultures that tended to be more high-power incentives such as stock option that were the culture of established organizations in developed countries.

This study was planned to explore adoption of modern business and rational values –motivation, rewards and commitment-essentially required for modern social

organization by the employees of export based textile organizations.

MATERIAL AND METHODS

The study is based on cross-sectional survey conducted in the Punjab province in the 100 textile based organizations. Five respondents from each organization from top and middle level management were selected. Personal interview with the selected respondents was conducted using structured questionnaire consisting of open and closed ended questions were prepared in the light of research objectives. Descriptive statistics are used to describe and summarize data collected. Inferential statistics such as Chi-square, Gamma tests are used to establish relationship between independent and dependent variables.

RESULTS AND DISCUSSION

Motivation and Rewards

It is evident from table 1 that most of the respondents (44.4%) said those leaders 'always' support their actions and decisions and 27% said 'often'. This reflects a positive role of leader who believes in encouragement of subordinates. Path Goal Theory (House, 1987) exclusively base on this attitude of leader that helps, directs, and motivates the follower till the destination.

and this is an element of modern business value system.

About one-fourth of the respondents said that all personnel all are being given equal consideration. This shows a democratic sense of global value system that emphasize on equality of all, so the personnel would be putting more efforts to achieve the organizational goals. The local value of not considering all equal is result of high power distance and traditional bureaucratic system that has its existence on the division of people into different layers. The equal consideration motivates the employees at maximum level specially the line managers (or the lower strata) who are mostly complaining about discriminatory treatment.

Majority of the respondents (51.6%) said that highly organized work is 'always' encouraged. The response also supports the idea that modern business values have changed the working style and perception. Work is not mere a work rather a 'science' in modern business values and respondents supported the concept. This shows a changed belief of personnel working in export based textile organizations, they are focusing more on 'cause and effect' instead of their native believe on 'metaphysics, unseen, and fatalism'. Hence the concept get support from the responses and this can be said that personnel working in export based textile organizations of Punjab, Pakistan are in process

Table 1. Percentage distribution of the respondents according to their motivation and rewards

N = 500

Description A Leader	Always	Often	Periodically	Now and then	Never	Mean	Std. Dev.
	%age	%age	%age	%age	%age		
Supports the actions and decisions of personnel	44.4	27.0	9.2	13.4	6.0	2.10	1.27
Emphasizes on the time framework	46.0	22.8	12.4	15.0	3.8	2.08	1.23
Keeps mostly the affairs to himself	21.8	10.8	19.4	40.0	8.0	3.02	1.31
Does not considers all the personnel are equal	22.2	23.4	14.4	26.6	13.4	2.86	1.38
Encourages well-organized way of working	51.6	15.2	11.2	14.2	7.8	2.11	1.37
Fulfills the expectations of his superiors	25.6	49.0	12.2	7.8	5.4	2.18	1.07
Generates negative stress to enhance productivity	24.8	21.8	17.8	15.6	20.0	2.84	1.46
Ambitious to bring change	25.6	32.0	24.4	10.2	7.8	2.43	1.20
Desirous that people must understand him	35.8	24.2	14.4	8.6	17.0	2.47	1.47

The second statement is relevant to an important principle of modern value system, management by Objective that emphasizes on the time frameworks or deadlines (Drucker, 1954). Mean value of response which is 2.08 with standard deviation 1.23 clearly reflects respondents' agreement on the time frame and 46% of the respondents said those leaders 'always' emphasize time framework. This highlights the importance of time in the export based organizations

of changing their behavior due to assimilation of modern business values.

Commitment and Loyalty

It is depicted from Table 2 that majority of the respondents (48.0%) were happy with their choice of choosing the organization by saying 'mostly true', followed by 16.6% who said 'rarely', even 14.6% respondents 'absolutely true', 10.6% said 'absolutely

Table 2. Percentage distribution along with mean and standard deviation regarding the commitment and loyalty

N = 500

I as an employee of this organization	Absolutely not	Rarely	Neither agreed nor disagreed	Mostly true	Absolutely true	Mean	Std. Dev.
	%age	%age	%age	%age	%age		
Am happy with my choice of this company/organization	10.6	16.6	10.2	48.0	14.6	3.39	1.23
I will not be benefited if remained in this organization for a longer time	3.2	6.4	28.0	41.8	20.6	3.70	.97
Dislike the "human resource policies" of this organization	4.0	18.8	21.4	33.8	22.0	3.51	1.14
Often find myself worried regarding the future of the organization	8.0	30.8	25.2	28.6	7.4	2.97	1.10
Believe to work here is more viable as compared to work anywhere else	2.4	19.2	25.6	30.0	22.8	3.52	1.11
Feel it is a great fault of mine to join this organization	5.8	9.0	26.4	21.4	37.4	3.76	1.21

not', and 11.8% responded 'neither agreed nor disagreed'. The next statement that "I will not be benefited if remained in this organization for a longer time". This statement was directly probe the degree of Commitment and Loyalty among the personnel of export based textile organizations of Punjab, Pakistan. 41.8% responded as 'mostly true'; 28.0% respondents 'neither agreed nor disagreed', 20.6% by saying 'absolutely true', 6.4% said 'rarely', and 3.2% said 'absolutely not'.

When personnel were asked about their disliking about "human resource policies" of this organization, 33.8% said 'mostly true', 22.0% said 'absolutely true' that they disliked the human resource policies., 21.4% said 'neither disliked nor liked', 18.8% said 'rarely' and 4.0% shown as " 'absolutely not' means they absolutely liked. When respondents were asked "if they are often worried about the future of the organization", to see the level of loyalty among them. The percentages of respondents responses 'rarely' 'mostly true' 'neither agreed nor disagreed' were '30.8''28.6' and '25.2' respectively. While on both extremes of 'absolutely not and true' the percentages recorded as '8.0 and 7.4' respectively.

The responses from these two tables have supported the concept that traditional concept of commitment and loyalty is changing.

Employment Duration and Behavioral Shift

In order to see the effect of the organization on the behavioral shift, respondents were asked about the duration they have spent in the organization. Pearson Chi square value is 97.716 shows a strong relationship between the employment duration and behavioral shift at 1% level of significance. Likelihood ratio and linear by linear association tests also verify the significance of relationship at 1% level of significance with values

107.259 and 76.478, respectively. Gamma value 0.620 reflects direct positive relationship between the 'duration of employment in an export based organization' and the behavior. Longer is the duration of employment, more acceptances of modern business values by the employees as compared to the employees with shorter stay in an organization.

The findings are similar to Hochschild (1983) who viewed that duration of employment of the employees in an organization does affect their social life. Longer duration of an employee in an organization means he is satisfied with working environment, his social and economic needs are properly addressed. This satisfied person is inclined to change his behavior for the betterment of the organization and to be more competitive.

Table 3. Association between employment duration of the respondents and Behavioral Shift

Statistics	Value	df	Significance
Pearson Chi-Square	97.716	4	**
Likelihood Ratio	107.259	4	**
Linear-by-Linear Association	76.478	1	**
Gamma	0.62		**

**Highly-significant

Motivation and Reward and Behavioral Shift

Motivation and reward aspect were studied to check its relationship with behavioral shift. Different statements concerning with motivation and reward like support from top level, deadlines, equality among the employees, expectations and their fulfillment, reinforcement methods, change, etc, were asked. At one percent level of significance the Chi-square, Likelihood Ratio, Linear by Linear Association and Gamma tests with values 198.52, 185.36, 94.32, and 0.57 identified a strong and positive relationship between predictor and response variables.

The role of 'motivation' under a masculine society is obvious and it has affected the most of the domestic values (Hofstede 2001). The most important finding is of Orru (1983) who found 'religion' as substitute to many material motives.

Another support to the result is from Selznick (1996), who came up with the result that the global value of 'material motivation and reward' gets influence from the cultural value of avoiding uncertainty. If the cultural values of an employee make him willing to live with uncertainty, he may be motivated quite differently from the other who prefers to know what is going on.

The findings also match with the findings of Dore (2000); to him the motivational differences across the cultures are due to the role of power distance. Can the people in a particular country accept the fact that others have more power than they have or do they find this difficult to live with that?

Table 4. Association between 'Motivation and Rewards' and Behavioral Shift

Statistics	Value	Df	Significance
Pearson Chi-Square	198.519	4	**
Likelihood Ratio	185.357	4	**
Linear-by-Linear Association	94.316	1	**
Gamma	0.570		**

**Highly-significant

Commitment and Loyalty and Behavioral Shift

To assess the association between 'commitment and loyalty' and behavioral shift various statements were asked that focused on happiness to be a part of the organization, projection about the personal gains, views on human resource policies of the organization, respondents vision about future of the company, intention of switching the organization, existing level of satisfaction, etc.,. Responses were gathered on likert scale and were classified into three categories such as; respondents with high, medium, and low level of 'commitment and loyalty'. As mentioned earlier, the relationship between the variables emerged through the cross table analysis further examined by Chi-square, Likelihood Ratio, Linear by Linear association and Gamma test. The values of these tests are 165.04, 162.95, 138.49, and 0.705 respectively and advocate a strong and positive association between 'Commitment and Loyalty' and behavioral shift. Hence the hypothesis "higher the commitment and loyalty higher the behavioral shift" has been accepted.

Kalleberg *et al.* (2000) verifies the results as 'despite the significant barriers and resistance to change, cultures can be managed and changed over time.

Table 5. Association between 'Commitment and Loyalty' and Behavioral Shifts

Statistics	Value	df	Significance
Pearson Chi-Square	165.044	4	**
Likelihood Ratio	162.945	4	**
Linear-by-Linear Association	138.485	1	**
Gamma	0.705		**

**Highly-significant

CONCLUSIONS

The duration or time an employee spent in an organization is quite important to study the behavioral shift. The respondents who had the less employment duration had the low behavioral shift as compared to the respondents with longer employment duration. Motivation and Rewards' has been emerged as an important indicator of behavioral shift. The respondents who had the lower 'motivation and rewards' had the low behavioral shift as compared to the respondents with high level of 'motivation and rewards'. The factor Commitment and Loyalty exerted an independent effect on behavioral shift as reflected in Univariate, and bivariate. This is found that committed and loyal employees are more prone to behavioral shift. Ouchi and Wilkins (1985) found that cultural affects 'commitment and loyalty' by comparing USA and Japan.

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